

NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

Joint Human Resources Committee

27th March 2015

Leadership Competency Framework Report by Caroline Tickner, Service Manager (HR)

FOR INFORMATION

Portfolio: Governance & Logistics: Councillors Branson & Millard

Key Decision: No

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with an overview of the Leadership Competency Framework which has been developed specifically for each Council.
- 1.2 This framework has been developed to describe the key leadership behaviours which will improve organisational performance.
- 1.3 The framework provides a common language for managers to discuss performance with their staff. It will also enhance talent management and career planning processes by targeting learning and development interventions specific to individual needs.

2.0 Recommendation

- 2.1 That the members of Joint HR Committee are asked to note the content of the report and the attached Leadership Competency Framework for use across both Councils.

3.0 Introduction

- 3.1 Competencies are defined as the behaviours which staff need to have or acquire to perform well at work. Competencies therefore describe the behaviours that lie behind competent performance. A competency framework is a structure that sets out and defines each individual competency.
- 3.2 The concept of competency frameworks emerged during the early 1980's as a response to the organisational drive for higher performance. Since this time,

competency frameworks have become an accepted part of modern HR practice. Competency frameworks are seen as an essential vehicle for achieving high organisational performance through focusing and reviewing each individual's capability and potential.

3.3 This paper provides JHR Committee with an overview of the Leadership Competency Framework which has been developed specifically for each Council. Rather than buying an off the shelf framework, the opportunity has been taken to develop a tailored framework which describes the key leadership competencies which will drive the future success of each organisation.

4.0 Subject of the report

4.1 Competency frameworks are commonly used to support in the achievement of organisational goals such as:

- Underpinning employee appraisal schemes
- Enhancing employee effectiveness
- Achieving greater organisational performance
- Identifying future training needs
- Enhancing career and talent management processes

4.2 The main benefits of a competency based system are:

- The clear link between individual input and organisational performance
- A well defined set of behaviours which make it clear to employees what is expected of them in their roles
- The ability to effectively performance manage the behaviours to improve performance
- A common language to help managers to discuss performance with their staff
- Greater understanding of the behaviours valued by the organisation
- More effective targeting of learning and development interventions
- Improved career paths and career planning discussions

4.3 Competency based systems have in the past been criticised for being too unwieldy and for not being user friendly. In developing the Leadership Competency Framework care has been taken to produce a product which provides sufficient information to enable it to be useful but not too much that it creates confusion for the end user.

4.4 The Leadership Competency Framework outlines seven competencies which have been identified as key leadership behaviours for each Council. These behaviours are:

- Leadership
- Leading Change
- Organisational & Strategic Perspective
- Winning Commitment

- Analysis & Decision Making
- Creativity & Innovation
- Delivering Results

Each competency within the framework consists of a definition, a description of how the competency links to the Council's strategic aims, competency indicators and contra indicators. Please see Appendix A for further detail.

4.5 The Leadership Competency Framework focuses on three levels of management:

- Team Leaders/Supervisors –responsible for operational management
- Service Managers – responsible for bridging the day to day operational management with a focus on strategic management
- JMT – responsible for strategic management

For staff below supervisor level, a separate staff competency framework is in the process of being developed. It is anticipated that this will be ready for implementation during Q1 15/16.

4.5 In developing the Leadership Competency Framework great care has been taken to ensure that it is user friendly and does not become a tick box exercise. The design of the framework means that the competency indicators describe examples of how the competency can be demonstrated in the workplace. Performance discussions should be based on the employee providing examples to their manager of how they have demonstrated each competency or where they feel they need to develop in a competency area rather than the manager going through every indicator and seeking evidence.

4.6 It is intended that the Leadership Competency Framework will be used for recruitment, performance management, development and talent management discussions. HR will be working over the next quarter to integrate and embed the competencies within the HR practices detailed above so they become integral to performance and development for new and existing employees.

4.7 Consultation on the framework has taken place with JMT Members, a number of Service Managers and members of the 'People Performing Effectively' work stream. The feedback received has been positive towards the introduction of a competency framework. In particular, it was felt that the contra indicators would be very helpful for managing performance issues and would enable managers to have productive conversations on this basis.

4.8 To support leaders with the development of their competencies a tailored 360 degree process aligned to the Leadership Competency Framework will be rolled out during Q2 15/16. Again, rather than use an off the shelf 360 degree product, the opportunity has been taken to source a provider who can tailor the product to the Leadership Competency Framework. This will be implemented on a tier by tier basis during the remainder of the financial year to enable leaders to assess development areas as part of the appraisal process for 16/17.

4.9 It is envisaged that the implementation of the framework will commence Q1 2015/16 and will form part of the roll out of the revised appraisal process which HR are in the process of developing.

5.0 Conclusions

5.1 Describing the leadership behaviours that are expected at work provides a common language for what is acceptable and what is not. Having a leadership competency framework in place will enable managers to hold productive conversations on how to enhance performance in role and contribute greater performance to the organisation.

6.0 Implications

Financial

6.1 There are no financial implications to report with this item.

Legal

6.2 There are no legal implications associated with this report.

Strategy

6.3 The Leadership Competency Framework aims to enhance organisational performance and the delivery of the strategy at each Council.

For the Community

6.4 None to report.

Risks

6.5 None to report.

Communications/Consultation

6.6 There will need to be an internal communications campaign to raise awareness and understanding of the leadership competency framework. HR will lead on this aspect.

East Hampshire/Havant

6.7 None to report.

7.0 Links to other projects

7.1 This supports the HR strategy and People Plan.

Appendices:

Appendix A: Leadership Competency Framework

Background Papers: n/a

Agreed and signed off by:

Executive Head for Governance and Logistics: 13.3.15

Legal Services:

Executive Head for Marketing and Development: 18.3.15

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